

Spectrum Society for Community Living

Annual Report 2017

Celebrating!
30
YEARS



Shelley had a great time vacationing on Vancouver Island last summer! She is pictured here with Tanner and Alexis on the beach in Parksville. Shelley enjoyed going for walks along the beach, dining out, the beautiful hotel room, a fun ferry ride and especially her massage at the spa!

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Executive Director's Report



Wow, Spectrum is 30 years old! It seems like just yesterday that Susan Stanfield, Patrick McDonagh and I decided to create a new agency and invited some friends and families to join us on the first Board of Directors. We had each been working with different agencies in large group programs, after meeting in the summer of 1982 at the Dunbar Community Centre and working with children with autism. We registered Spectrum Society for Community Living as a non-profit society in 1987, took a course at Douglas College on how to open a group home, and went to our local Social Services office to offer services to young people turning 19. Then, as now, there was little funding or ability to serve transitioning youth, but we were directed towards the Woodlands Project 88, where 100 people were moving out of Woodlands in 1988. We met Jack and

Virginia, Bill and Kathy and their families in the summer of 1987 and began planning their move to community.

Reflecting on the past 30 years, the highlights for me have been:

1. My partnership with Susan and Aaron: We have worked together as the staff leadership of Spectrum since 1989 and we have continually found new ways to plan, make decisions, and celebrate success together. I am so thankful for their thoughtfulness, their persistence and understanding as we have accommodated each other's unique skills and abilities.
2. Continuous Learning: We have promoted a culture of learning at Spectrum from the beginning, always aware that there are people around the world doing creative and interesting things and we should be listening and learning so that we are open to new ways to help people find good lives in community. The annual TASH conference has been one of those opportunities to hear what is happening around the world and meet people with similar objectives. Over the past 30 years Spectrum has been a consistent leader, partner and participant in supporting new ideas through workshops, conferences, and sponsorships.
3. Relationships with people we support and their networks: I am amazed and humbled and grateful for the ways that families and individuals have shared their hopes and dreams with us and included us in their extended networks.
4. The dedicated team members who support people every day! We have so many great team members providing respectful and skilled support to people across the Lower Mainland, 24 hours per day and 7 days per week. Thank you to our team members who bring their personality, skills and interests to work and help the people we support develop their good lives in community.

In the past year, we have been working with our leadership team on clarifying roles and accountabilities using the tools of Accountability Based Management. For our staff teams, we appreciated the increased funding from the Provincial Government that has allowed us to provide a 3.5% increase to wages. This is the third year in a row of wage increases, with more increases scheduled for next year, and is essential as we struggle with recruitment and retention of team members in a very expensive region with many competitive employment options.

In the coming year, we will be renewing our strategic planning and looking for your input to our objectives. Our 2020 vision outlined in 2011 set a course for Spectrum to be:

Evolving toward a more person centred, person directed model of service - individuals, in partnership with their families, friends and allies, will be directing their own services to the best of their ability.

Watch for your opportunities to contribute.

Finally, Thank You to our dedicated Board of Directors! Their thoughtful oversight and input to our strategic planning has guided our organization through our many phases of growth and a few times of confusion as well.

Ernie Baatz
Executive Director

Karen was featured on the cover of the Collingwood Neighbourhood House Annual Report! Spectrum and CNH have a long standing relationship, with many of the people we support taking part in activities there. Sterling, Ernie, Karen, Diana and others have taken part in various initiatives and helped to forge a strong partnership between our two organizations.

Karen started volunteering in the kitchen at CNH eight years ago and is a valued member of the team, helping to prepare and serve the weekly community lunches. If you are in the area on a Tuesday or Thursday, drop by for a tasty meal and say hi!



Our new training space!



Bill and Judy are pleased to welcome you to the new Spectrum training space!

When the opportunity to lease the space two doors down from the Spectrum office came up, we jumped at it. With all of the training sessions and meetings we have at Spectrum, we often have to rent space off-site and this has become more challenging (and costly) in recent years. This new space is literally right outside our front door, at 3223 Kingsway. We are excited to have this space available not only for our own use but also to host collaborative workshops and events with our community partners, and provide low or no cost space to other groups as part of our community contribution.


The new Spectrum training space is named for longtime friend and supporter of Spectrum, Barb Goode

A graphic announcement for the Barb Goode Training Space. It features a portrait of Barb Goode, a woman with curly brown hair and glasses, smiling. To the right of the portrait is a teal speech bubble with the text "Barb Goode Training Space" in white. Below the portrait is a block of text describing the space and Barb's contributions. At the bottom is the Spectrum Society logo, which consists of a stylized diamond shape made of four smaller diamonds in blue, green, and orange, followed by the text "Spectrum Society" and "FOR COMMUNITY LIVING" below it.

The Spectrum training space is dedicated to our Goode friend Barb, who has been a leader in BC's community living movement for nearly five decades. Barb's list of accomplishments are too many to list, but include co-founder of People First, chair and spokesperson for the Consumer Advisory Committee which was granted Intervenor status in the landmark Eve case, and self-proclaimed Queen of Plain Language. A tireless advocate for disability rights, Barb was the first person with a developmental disability to address the United Nations. Barb has been a friend and supporter of Spectrum for many years, collaborating with us on countless training events and conference presentations, and volunteering her time to make any event she's part of welcoming and inclusive. In 2010 she began writing her autobiography, *The Goode Life*, which was published by Spectrum Press in 2011.

 **Spectrum Society**
FOR COMMUNITY LIVING

In recognition of Spectrum's 30th Anniversary, we are also dedicating two meeting rooms at the office in tribute to two women who were early allies to us and provided much support and inspiration as we grew Spectrum into the organization that it is today. We are forever grateful!




Dorothy Gregory Meeting Room


Mrs. Gregory was one of the first moms we met when we began Spectrum Society. She was Jack's mother and Virginia's closest family. She taught us about the journey that families take as they raise their sons and daughters with disabilities. We were warned by the institution of her fierce reputation, but as we got to know her, we learned of the many situations where she needed to be fierce, to ensure her son was OK, and her rights were respected. She was a fierce public advocate as well – appearing on CKNW with Jack Webster to call the government to account for institutional care and community living. Over time, we got to know her warm and generous character and she began to treat us as part of her extended family. Aaron remembers fondly a summer trip to the Kootenays with Jack and Dorothy to visit family and friends, and her famous Borcht recipe. She would bring baking in to the office, and she regularly got her Eagles Branch to dedicate a portion of their annual fundraising to Spectrum Society.

We learned so much from her, but key principles were:

- Listen to family and friends – they know the person and their past successes and challenges best.
- Earn their trust, don't just expect it.
- Relate to each other as partners – offering and accepting help where needed.




Spectrum Society
FOR COMMUNITY LIVING



Mildred DeHaan Board Room

"I'm happy to help out, but do you understand that I want to meet her? I want to know her." Mildred DeHaan had just read a report about the challenging behaviours of a young woman we hoped to support, as we wanted her help working with her family to find some better ways to support her. She was as fearless in this as in her dealings with politicians and bureaucrats. Always, her first concern was to be a friend. From 1987 on, Mildred supported us and families we came to know and love. Some of the lessons that make us who we are, were learned at her side.

A graduate of the first Social Worker program at UBC and a parent of three, one of whom was profoundly disabled and learned late in her life how to communicate, Mildred was always helpful, inspiring and, best of all, a thought provoking ally. *WWMD - what would Mildred do -* continues to be a question we ask of ourselves and each other.



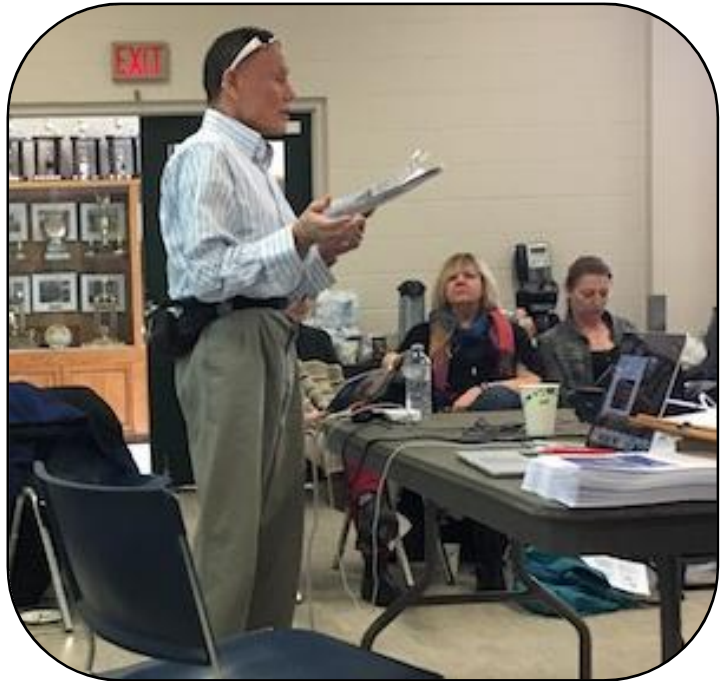
Spectrum Society
FOR COMMUNITY LIVING



Barb really wanted a pet but was concerned about getting a cat as she has lost several in the past few years. She decided she wanted a bunny so it could hop around but not go outside. Barb was having a rough Christmas, really low energy and just not feeling well. We got Princess just after her birthday/Christmas and since then she got her Enders back. She and Princess sit on her Lazy Boy every afternoon and watch soaps together. Dr. Jenkins came by and was so impressed with how Barb is doing! She fell in love with Princess!

Yuji did a presentation on voting at one of our leadership learning days, in the run-up to the provincial election.

Yuji was part of a group of self advocates who worked with Inclusion BC to develop a plain language guide, You Can Vote, that explains the voting process and encourages everyone to exercise their right to vote!



Tom and Sheila enjoyed a visit with Tom's sister Robyn and her husband Grant. This picture was taken outside of Tom and Sheila's house, after returning from a nice breakfast out!

Communications and Quality Assurance



Update on Strategic Plan

We are wrapping up the third year of Spectrum's current strategic plan (2014-2017), and as such we're also looking ahead to the next phase of our strategic planning and revisiting the two overarching goals our Board set back in 2010 – Spectrum's "2020 vision":

1. Evolving toward a more person centred, person directed model of service
 - individuals, in partnership with their families, friends and allies, will be directing their own services to the best of their ability
2. Growing and developing leadership for the above
 - people to deliver and monitor the services
 - people to provide strategic oversight of Spectrum's services
 - leadership roles for persons served and their networks

As we develop our next strategic plan, we are once again meeting with groups of stakeholders – our leaders, people we support, families, community partners – to understand their priorities. The external environment we're working in has changed a lot since 2010. Funding pressures, increased compliance requirements, and a housing crunch that affects us all are just some of the issues that have become more pressing in recent years. Spectrum remains committed to staying in Vancouver, supporting people with disabilities to live in this world class city, and ensuring that people continue to have choice over their living arrangement and portable supports that will move with them if they want to change their living arrangement.

In addition to housing, employment continues to be a priority for many of the people we support. Karen Lai, Spectrum's employment coordinator, summarizes our employment activities of the past year in her report. We are excited to see more people exploring employment and finding paid work, and we will continue to focus on this going forward.

A highlight for me this past year has been serving on the board of Steps Forward, the BC Initiative for Inclusive Post Secondary Education. I have been really enjoying the opportunity to explore inclusion at a deep level with people who are truly passionate about it. I'm looking forward to the second year of my term on the board.

Another highlight of 2017 was that we were asked to contribute to a special edition of TASH Connections that showcased examples of agencies around the world that have transformed their services to personalized options. Our friend and mentor Dr. Michael Kendrick was the guest editor of this special edition, which is available on the TASH website.

Update on 2017 Goals:

1. Explore alternative approaches to gathering feedback from individuals and families on their satisfaction with services.

Update: Individuals served by Spectrum took part in CLBC's Quality of Life surveys in 2017. Feedback was gathered on the eight domains that make up Dr. Schalock's quality of life framework, which is part of all our CLBC service contracts. Internally, we have continued to develop our Service Plans which define the partnership arrangement between the individual, their network, and Spectrum. Our current focus is on formalizing a follow-up step to the initial agreement to ensure that we're on the right track and that any unforeseen issues are dealt with promptly and proactively.

2. Review / update indicators of service quality and related monitoring and reporting framework.

Update: This goal was completed. Ray and I attended the three day CARF Advanced Performance Measurement training, which focused on identifying and measuring outcomes that are most relevant to the organization. This training proved very useful in helping us refine the outcomes that we report on with regard to Spectrum's services and business functions (finance, human resources).

3. Develop next phase of leadership project – clarify leadership roles and accountabilities.

Update: This goal is in progress. We have had monthly meetings with Spectrum's senior leaders to clarify roles and learn some new skills to support continuous quality improvement at Spectrum. Activities have included a guided book study facilitated by Aaron (Switch: How to Change Things when Change is Hard), training with Doug Cartan on three tier management, and a series of sessions with business consultant Carol Sutton which have focused on developing communication, coaching and mentoring skills. A priority with the larger leadership team has been to increase our skills and capacity with person-centred planning. Shelley Nessman organized four learning days over the past year that focused on this, and also consulted individually with each of our leaders to support them in their role as facilitators of person-centred planning.

2018 Goals

1. Develop and implement next phase of Spectrum's leadership planning
2. Develop next strategic plan (2018-2020)
3. Complete CARF accreditation survey (May 2018)



Susan Stanfield
Director, Communications and Quality Assurance

Happy 30th Birthday, Spectrum! Our first of many celebratory cakes...



Spectrum's Annual Summer Picnic!

Helena had a great time at the picnic, dancing up a storm with Paula and leading everyone in a lively singalong to Sheryl Crow's "Soak up the Sun"!



Dallas and Vicky



Human Resources



Reflecting on the year overall and in Human Resources specifically, it has certainly gone by quickly and has been full of the 3 'R's: Review, Revise, Renew.

The following are some of the areas we've been supporting:

- Re-organizing the Human Resources department has been a focus this year, improving our administrative systems, efficiency and flow of operations. All still in progress with a goal of completion in the Spring of next year; A new Human Resources Manual and Flow of Operations directory that will be stored electronically and easy to access.

We're working on an online tool that will analyze trends in our Recruiting and Retention efforts. The purpose is to isolate where we typically do the majority of our hiring and indicate any patterns in our employee turnover. The monthly/annual results will assist in putting together a proactive recruiting plan that will efficiently respond to our support needs. Our annual turnover continues to be low however our efforts are still requiring focused attention when sourcing out the *right* talent for our casual employee pool.

We have been very fortunate to receive a substantial number of unsolicited or referred applicants to fulfill our staffing needs, in addition to these means however, we have expanded those efforts this year by placing casual and permanent job postings on external job posting boards such as: Job Bank Canada, WorkBC Employment and Douglas College in addition to our own Spectrum website job posting board. We were also part of a WorkBC Job Fair that generated a large number of interested applicants and was a fantastic opportunity to network with people that were not aware of the work we do! We have included participation in a job fair as part of our annual recruiting planning.

Lastly, we are in the beginning stages of an Onboarding project, with a goal for completion in Spring 2018. This project will take into consideration key strategies for an effective onboarding process such as:

- Integration of a new hire into the organization's culture
- Optimizing orientation within a new working environment
- Training plans
- Consistent monitoring; follow-up and check-ins
- Social Integration and networking

We're confident that investing appropriate time in structuring a clear process will not only simplify and create consistency with each new employee's experience but be easy to monitor and will ultimately lead to greater employee engagement and retention.

HR Support:

- Huge Thank you to Rachel Suri, Human Resources Manager for her continued support and dedication. Rachel is a committed and reliable member of the team, working diligently at maintaining our administrative systems,

responding to employee requests and casual recruiting needs. This is just a small list of Rachel's contributions. We appreciate you very much for all that you do!

- Judy Smith, our Office Manager, in addition to her friendly, welcoming manner, event preparation and overall office oversight, continues to be an integral part of assisting HR with improved organization of the department. Judy has assisted in re-vamping and updating our filing system and isolating specific files that require updating. Judy also contributes and puts together our weekly newsletter and ensures it's ready for publishing. Thank you for all your help Judy!

- We're thrilled to announce that Rhoda Fong has joined the HR team this year on a part-time basis, assisting us with some administrative functions. Her assistance will provide our payroll processes and employee scheduling with consistent updates of important information.

Training & Professional Growth:

- HR has participated in workshops, trainings and conferences that review HR best practice, Employment, Labor Law, Human Rights, Privacy, Wellness, Mediation and CARF review.

Staff training and professional development activities this year included:

-) Lunch & Learn – with Lori Damon ~ Mental Health Challenges
-) Mandt – with Susan Wilson
-) PATH and MAPs training – with Aaron Johannes and Shelley Nessman
-) Spectrum Orientation – with Susan Stanfield ~ Overview of the history, vision and values of Spectrum
-) Quarterly Leadership Training days ~ theme this year was person-centred planning, with Shelley Nessman facilitating a series of learning events with the entire leadership team at Spectrum
-) World Café – Dr. Chris Kliwer ~ “Literacy is a right: thinking about literacy for people with developmental disabilities across the lifespan”
-) At the End of Intellectual Disability – Dr. Chris Kliwer
-) CARF Advanced Performance Management training
-) Inclusion BC Conference
-) Gentle Teaching Conference
-) TASH International Conference
-) Health and Well-Being Conference
-) “Conversations that Matter” web based values training – Norman & Emma Kunc ~ This training is available to all Spectrum employees and includes a great assortment of thought provoking interviews with leaders in our field from across North America. Many of our teams have started incorporating this training into team meetings, to generate discussion around topics ranging from Making Community Connections to Relationships and Sexuality to Self Determination.

Update on 2017 Goals

1. Implement new staff training plan

Update: A new employee survey has been created that will be provided to all new hires within their first 3 months of employment to solicit feedback on their initial experience with Spectrum. An actual training plan

has become a part of a larger plan in our Onboarding project that we look forward to rolling out in the Spring of 2018.

2. Expand orientation of new employees to include more networking and co-learning opportunities

Update: Discussions and planning in regards to a monthly schedule of meet & greets for new employees, leaders and those receiving supports will be a part of our onboarding project.

3. Review and update job descriptions and evaluation format

Update: We started with our Manager Job Description, surveying our leaders for input and convening a committee to review this and draft a new job description. We are on the final draft of a new job description that can then contribute to how we revise our evaluation format. The new job description will be circulated in the New Year.

Goals for 2018

1. Onboarding Project Completion and Implementation
2. Updated and Improved HR systems and processes; including consistent measure of annual retention outcomes
3. Evaluation format for Managers that are in alignment with new Job Description

Naomi Holmes
Associate Director



Congratulations, Gurjeet, on the publication of your book, Upbeat Snippets!

“Gurjeet Dhanan was born in England and currently resides in Canada. After surviving a traumatic injury, she was left in a coma and faced numerous surgeries. Driven by her powerful spirit and remarkable strength for life, Gurjeet made a miraculous recovery. Unfortunately, she was left with permanent vision loss and a serious brain injury. And yet, after many difficult years of rehabilitation, her smile, laughter, and positive attitude have never wavered. Some of her notes you may find profound, and some humorous; she hopes you will feel the inner meaning within.”



Hi from Allan

I've been really busy all summer. I was working at my job at Trump Hotel Restaurant two days a week. My favorite part of the job is putting food in the compost bin. I also like the free lunches they give their staff. It's a good place to work. I sometimes spent the weekends with my parents but some weekends I went to Harrison Hot Spring with my homeshare family where we enjoy staying in the trailer and having lots of fun. I'm getting to know everybody in the RV Park really well. I love it when people offer to drive me around in their golf carts.

Every year I participate in the Lip Sync Contest and this year I won second place in my category. There were more than 200 people there. At the end of September I took more holiday time and went to Bryce Canyon in Utah with my parents. We also stayed at St. George in southwest Utah where there is a large reservoir close by in Sand Hollow Park. Photo of me with my parents in Antelope Canyon.

Don celebrated his birthday in May with a lunch and inviting people to his house for birthday cake. He was thrilled that his brother Bob and five neighbours came for cake, a good time was had by all. In July Don went with Breda and Silvia to Duncan for two nights. They stayed in a cabin and Don visited the B.C. Forest Discovery Centre where his parents used to take him, so there were lots of fond memories for Don. While there Don rode the full-sized train twice and checked out all of the train equipment. When it was time to head home, the first thing Don asked is when he could come back.





Another celebratory cake!

Patti always lights up the room!

Barb Westfield and Peter Bourne at the Inclusion BC Conference in Richmond.

Barb enjoyed listening to Peter's singing and guitar playing next to the Spectrum book table.

Peter's powerful performance of "We Shall Overcome" as part of a panel reflecting on institutional abuse at Woodlands was a highlight of the conference.





Chad and Richard at the Sun Run, something Richard looks forward to every year. He really enjoys the process of training for and completing the run. This year Richard had his best time ever!

THE VANCOUVER
SUN RUN



Farewell, Denis!

Denis Sushkin, who has been a key leader of Spectrum's community inclusion supports for the past several years, left at the end of August to attend the University of Calgary.

Denis is pictured here soaking up the sun with Scott (left) and chillin' with Adam (below).

Thanks for the memories, Denis! Best wishes from all of us at Spectrum.



Finance



The Finance department fulfills important support functions for Spectrum Society. We keep clear records of revenues and expenses. This gives our funders the confidence to continue contracting with us to provide essential community services. We also process payroll for approximately 200 employees. Our department pays the bills for the products and services we use in the delivery of essential supports in the community. The finance department also provides budgets and monthly statements for each program. With each of these roles, we strive for accuracy, timeliness and clarity to ensure we are supporting Spectrum's mission and vision.

2017 Fiscal Year

Our fiscal year ended on March 31, 2017. We have used the audit services of Tomkins, Wozney and Miller since 2012. They provided a qualified opinion which is a common occurrence for charitable organizations due to donation revenues.

Our net assets for the year were \$1,302,922, down from 2016 (\$1,316,804). Part of this is due to the increase in capital purchases made this year.

STATEMENT OF FINANCIAL POSITION

	2017	2016
ASSETS		
Cash and cash equivalents	\$692,896	\$736,118
Accounts receivable	182,292	169,830
Prepaid expenses	68,816	69,445
Investment	2,900	2,900
Capital assets	356,018	338,511
	\$1,302,922	\$1,316,804
LIABILITIES		
Accounts payable and accruals	\$786,005	\$739,118
Deferred grants and contracts	171,640	123,814
Current portion of mortgages payable	23,779	23,360
Mortgages payable	156,542	180,321
NET ASSETS	164,956	250,191
	\$1,302,922	\$1,316,804

We ended 2017 with an excess of expenses of \$85,235. Although we had an increase in revenue from grants and contracts, our donation revenues were down and our expenses saw an increase.

STATEMENT OF OPERATIONS

	2017	2016
REVENUE		
Grants and contracts	\$9,832,314	\$9,780,171
Tenant rents	314,734	326,170
Donations	34,199	49,797
Event fees and other	33,336	87,131
Interest	7,662	5,587
	\$10,222,245	\$10,248,856
EXPENSES		
Salaries, wages and benefits	\$7,219,706	\$7,057,958

Program expenses	2,119,083	2,082,972
Housing costs	637,716	637,797
Administration and office	178,063	191,596
Rent	115,515	110,961
Amortization	37,397	47,512
	<u>\$10,307,480</u>	<u>\$10,128,796</u>
Excess of revenue (expenses) for the year	(\$85,235)	120,060

Donations

Donations totaled \$34,199 in 2017 compared to \$49,797 in 2016. Employee donations make up a significant portion of the donations received through semi-monthly payroll deductions. We also have a dedicated group of members who provide us with monthly contributions through direct deposit. These monthly givers and our employees who give from every paycheck give us a little additional cash flow to support special requests not covered by government funding.

Ivy Tse
Accountant



Daryl displays a piece of his artwork. Daryl has loved drawing and painting since he was very young and it's an effective way for him to express himself and communicate with others as his verbal speech is limited.

Daryl is a member of Artists Helping Artists in Burnaby. In addition to his visual art, Daryl is also a performer, and a member of Theatre Terrific. To read more of Daryl's story, please check out the Spectrum newsletter!

Teresa and Emma at one of Teresa's favourite eateries. She is a valued patron of the Flying Pig!

Teresa has been very busy since moving to Vancouver in 2016. She published a book, Pretty Amazing: How I Found Myself in the Downtown Eastside, hosted an art show and book launch at Gallery Gachet, and in her spare time enjoys exploring new places and meeting new people in her community.

Teresa loves living with her sister and brother-in-law in Gastown!



Coming from Ontario, Teresa was used to snow in the winter, but she wasn't expecting so much of it in Vancouver!



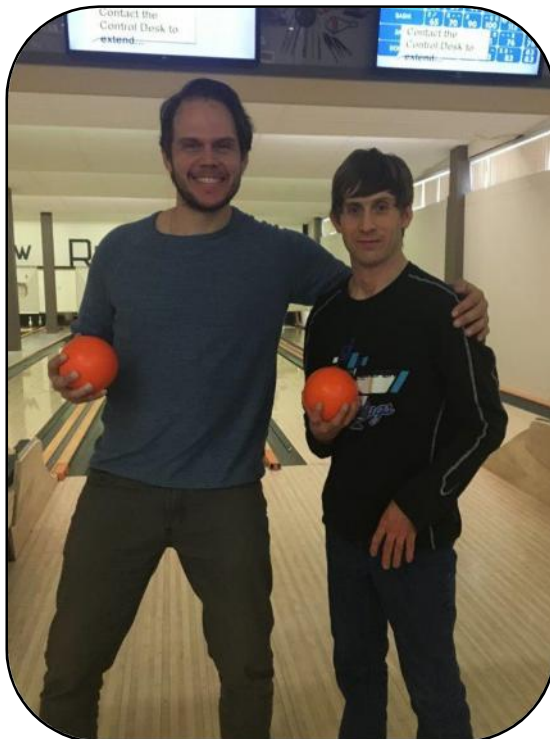
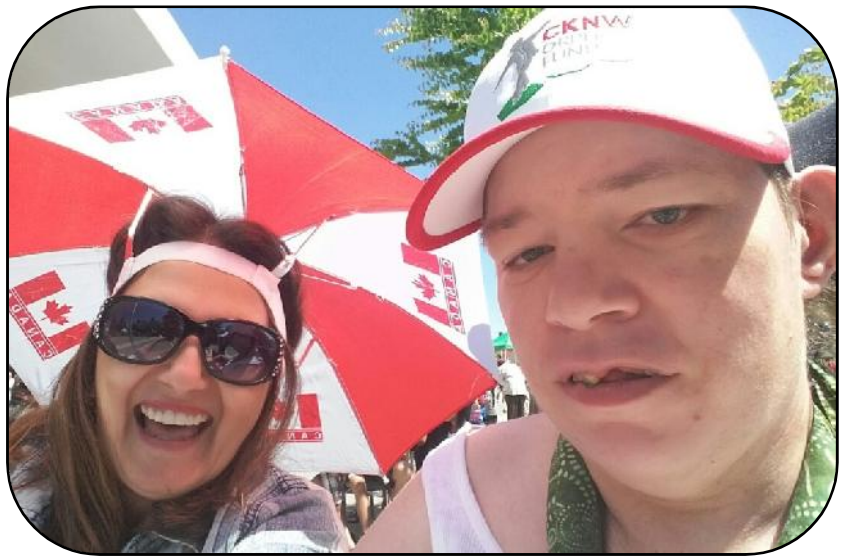
Barb and Veronika enjoyed their visit with Suzanne, Vivi, Jesper and Anne who were here from Denmark for the Gentle Teaching International conference in September. Spectrum was one of the sponsors for this conference and several people from Spectrum attended. It was great to meet people from all over the world who are passionate about creating a culture of gentleness in our work!



Kelly and Deepi were thrilled to be featured in the UBC Campus radio CiTR's Disorder Magazine. These two along with others planned and executed a six hour live radio show for Global Accessibility Awareness Day. Kelly and Deepi have both worked at CiTR 101.9 FM for many years and are an integral part of this annual event which raises awareness for accessibility on radio.

Kelly also has his own show on CiTR called the Community Living Show (Tuesdays 1-2 pm). Deepi is part of the accessibility committee at CiTR and has done many interviews on issues related to accessibility.

Shirlane and Marina celebrating Canada Day! They enjoyed live music, hot dogs, pop, chips and LOTS of people! It was a wonderful day connecting with neighbours in Shirlane's community.



James and Lance at the bowling alley.

James loves life on the Sunshine Coast but he also loves his trips into Vancouver to do some favourite things like ride the skytrain, hit up a bowling alley and see his mom.



Phil enjoying a summer day at the park. A crowd of friends and family is nice, but so is some peace and solitude in a wide open space.

I had the best summer ever. It started with getting new glasses. I can see much better now and everyone tells me I look really cool in them. Then I got a new cell phone. It's my first cell phone and I love it because people can phone me anywhere and I can plan dates with them. One of my favorite things this summer was going to the Spectrum Picnic in July. I also went for another picnic to Rocky Point Park in Port Moody. Another favorite summer event was going on a holiday. It's been awhile since I had a vacation and so I was very happy to drive to Naramata with my shared living family and spend five days at the cabin. When we came home I went with another friend to the PNE. It was a long day but we had a super time.

- Mary



Dallas looks forward to Amanda's dinner parties, and he always brings the dessert!

Pictured here are Dallas, Cheryl, Tanya and Amanda. Good friends enjoying good meal, it doesn't get any better than that!



Spectrum Consulting

COLLABORATIVE: RESEARCH • LEARNING • PRESS

Annual Report 2017 – Aaron Johannes and Shelley Nessman



Strategic Initiatives – Shelley Nessman

This year saw some significant changes in our activity level – Aaron and I both reduced our focused hours and I took on a new role as the Assistant Director (Person Centered Planning).

In spite of this – Aaron and I took part in many great events and gatherings this year –

Some highlights:

- Supported amazing people and their families and networks in our Kaleidoscope project. We are continuing to explore the ways in which we can support people in a way that honours their family and networks in the mix. We are also constantly reminded about the strength of family and friends and the integral part they play in the lives of their sons/daughters/sisters/brothers/friends.
- Presented at TASH (an international conference in Portland Oregon) about people's right to take risks and how to support people to take informed risks.
- Partnered with our friends at PLAN and convened sessions about networks and friendships at the Family Focus conference in Richmond.
- Convened a number of wonderful storytelling events around the lower mainland.
- Presented at Inclusion BC.
- Conducted PATH and MAPs facilitation training in a number of places – Los Angeles, Vancouver, Richmond, Vanderhoof to name a few.
- Planned and facilitated this year's Leadership Learning journey with a focus on Person Centered Planning.

We are particularly happy to report that we were able to support a number of our staff members to take part in the PLAR (Prior Learning Assessment) program at Douglas College which assesses their experience in their work lives and gives them credit towards a certificate or degree in the Classroom and Community Support Worker program. This has been a welcome addition to what we might offer our staff.

It has been a busy and juicy year!

A highlight this year has been taking a look at the influence that planning has had within the agency. I have captured this in a story about Cheryl's PATH to a new life (following this report)

New Adventures!

It has been my privilege to serve at this amazing agency for six years now and it is with mixed feelings that I say goodbye. I have learned so much here at Spectrum – new ways to think about and articulate things. Spectrum is a place that encourages deep conversation, exploration and actualization... a wonderful learning playground.

I am taking all of this learning and starting to consult independently!

My new business is **In the Company of Others** (alongside my business partner and good friend Sheldon Schwitek) will be travelling to Australia for a month to launch our work.

I imagine though – that I will find some small roles to play here at Spectrum in future – I cannot imagine not being affiliated – you have stolen my heart!

Deep gratitude to all of you – particularly Aaron, Susan, Ernie as well as each coordinator and manager. My biggest thanks though is to the Board, families and people we support – you are gold!

From Lost to Found- Cheryl's Journey

Close to six years ago, my friend Cheryl Fryfield approached Aaron and myself quietly said: "I've never done any planning for myself. I don't know who would come and if I invited them – I am afraid they would say no." We looked at this amazing woman moved by her willingness to be so vulnerable in our presence, agog at the thought that she felt so isolated in her quest to build a better future for herself. Aaron softly said to her – "here's an idea- why don't you pick one person you know a week for the next 6 weeks and ask them? See what happens." Cheryl agreed and 6 weeks later on a miserable dark February evening we waited together, the 3 of us, to see what would happen. Person after person came through that door. They had come out in the rain and cold, on a work night and each expressed their delight at being invited to make a contribution to the dreaming of their friend.



Shelley and Cheryl

It was a wonderful evening – Cheryl had brought snacks, people laughed and offered themselves up to support Cheryl to do some things in her life that she had been dreaming of for years. Dream they did! Answering the question "what makes a good life for you? Next, figuring out what is doable in the upcoming year or so, thinking about where she was in the present moment and laying out a practical and reasonable plan. Part of the plan included people and resources to get her through the year. They all agreed – no one gets anywhere alone...

It was a prime example of a core value held at Spectrum: Find your people and find your way....

Over the years, Cheryl would send us random updates via text or over coffee, which again hit home the power of intentionality. PATH helps a person to know where they are starting (like any good roadmap) where they want to end up and why. A PATH will support a person and their circle some detailed steps to get there and to think about what might be next in the process.

Cheryl says: "So I've had three PATHS done in the past 5 years, and my confidence not to brag soared! My friends and my support group Spectrum Society, supported me in the PATHS! I am truly grateful. To name a couple I've done was about healthy eating, which I realized I made a healthy meal a few weeks ago. With a very good friend/neighbor Lisa Karen Warsh. I made a veggie bake: Asparagus, Zucchini, Squash, Baby Carrots, Red Onions, and minced garlic. Also I made a Angus Steak. The steak was on sale when I got it at Safeway. Another path I did, was trying to keep in touch with my friends. Sometimes it's hard for me. If I don't see my friends I try to call them, just a couple of weeks ago I saw a friend I haven't seen in a few months. Sometimes I get tired after work and just want to go home. A couple of my friends drag me out sometimes, then I feel better. My friends are important to me and love them dearly."

These days Cheryl has taken the reigns in her planning, her last PATH was done by friends and she simply informed us of her new ideas and goals. I asked her to give me a couple of words to describe her life before and after planning and her response was "Lost and Found." Not a bad endorsement for the value of intentional planning- wouldn't you agree?

I leave you with the following poem by Margaret J. Wheatley

Turning to One Another

There is no greater power than a community discovering what it cares about.
Ask "What is possible?" not "What's wrong?" Keep asking.
Notice what you care about.
Assume that many others share your dreams.
Be brave enough to start a conversation that matters.
Talk to people you know.
Talk to people you don't know.
Talk to people you never talk to.
Be intrigued by the differences you hear.
Expect to be surprised.
Treasure curiosity more than certainty.
Invite in everybody who cares to work on what's possible.
Acknowledge that everyone is an expert about something.
Know that creative solutions come from new connections.
Remember, you don't fear people whose story you know.
Real listening always brings people closer together.
Trust that meaningful conversations can change your world.
Rely on human goodness. Stay together.

Respectfully submitted, Shelley Nessman

Aaron Johannes:

Spectrum, and my parts (Spectrum Consulting, Kaleidoscope, training) have benefited from Shelley's presence, and her informed understanding of families, self advocates, how other agencies and services such as microboards work and from her leadership in various parts of Spectrum. We look forward to working with her in new ways in the future (mid-October for PATH training in Vancouver).

Spectrum also saw Kim Vowell (nee Close) get married and move to Africa where she and her new husband Brendan continue working with Project Samuel (www.projectsamuel.com). Kim's work with us was a really great example of how one person can create the conditions for change and growth in a receptive organization, and we also hope for a continuing relationship with her and Brendan and the good work they are doing there.

Kaleidoscope has again got a full set of facilitators who have been great to work with: Casey, Cory and Josh. The central idea of Kaleidoscope is that we will support networks around individuals in self-governance by creating widening circles of support and access through dialogues and events that involve those we support, their networks and their teams.

Spectrum Consulting has been a wonderful opportunity, first with Susan and then with Shelley, to meet people from all over the world and engage in (and lead) conversations about social change that have been heartening. Strategic planning in Kent, Washington, training events in the far North of B.C. and Los Angeles, and great fun with families, self advocates, agencies and staff in our work as a social enterprise. However, being a social enterprise is hard, and we're also in a significantly changed environment than we were a decade ago when we started planning for this expansion. Then, it seemed like people wanted more information and opportunities for conversations about what they were doing and we were proud to support the creation of what felt like an infrastructure for change. However, with rising costs and demands, the ability to host training and to have time to engage in conversations about methods and values in our field has declined and other players with other priorities, chosen purposefully by government to address those fiscal needs, have seized the reins. It will be interesting to see what comes next for us and for our field.

I am really pleased that Shelley has talked about our efforts around person centred planning and that Cheryl, who we have learned so much from, has contributed to this annual report with her thoughts on those processes. In the 80s John O'Brien and Herb Lovett theorised that person-centred planning might be not merely a way to plan for the lives of people with disabilities, but also as "a group of approaches to organizing and guiding community change in alliance with people with disabilities and their families and friends." They provide not just the tools for changing lives, but also the potential to call on the invested networks of caring others to work towards supporting inclusion and aspiration in their shared communities. Since, O'Brien has said, "Person centred planning begins when people decide to listen carefully and in ways that can strengthen the voice of people who have been or are at risk of being silenced." The hope of person centred planning is that it can show us ways to support people's goals and dreams by providing helpful, useful services, but by committing to person centeredness as a theory out of which to work we also have a role supporting marginalized people and their networks to be able to speak out for themselves as citizens.

I've been really excited to work with Susan Wilson more as I've returned to a more operational role; she continues to inform our best practices and our ability to innovate and think critically about what we do, in always practical ways. It's a great combination and she's organized an excellent team of leaders to support it.

On another note, my efforts to try to bring research and practice into more understanding of each other continue. I published an article on the discourse analysis of self advocate voices in an international journal and a chapter in an anthology on visual facilitation, writing about how to include people with disabilities through graphic recording (the publisher has made this available to download and you can get it here:

<https://imagineacircle.com/2016/10/30/download-my-chapter-from-drawn-together-in-visual-practice/>). I was also able to be part of some great conversations on leadership and intellectual disability with an excellent team of co-researchers: Barb Goode, Gordon Fletcher, Lorie and Dave Sherrit, Bryce Schaufelberger, Liz Etmanski, Ben Simcoe, Gerry Juzenus and Jerry Laidlaw. It is unfortunate and a great loss that Phil Allen and his wife Wendy were unable to attend these discussions because of illness, and that Phil has since passed away, and we offer our condolences to the family of one of province's most important and involved leaders. These local conversations became part of an international network of researchers and projects through the Taos Institute.

We will tentatively be involved in some really interesting partnerships over the next year.

Aaron Johannes

Aaron's proudest achievement in 2017 was receiving the community member of the year award from the Family Support Institute of B.C.



Update on Employment Project



It has been a pleasure to continue to serve as an Employment Connector for Spectrum Society for Community Living. I continue to meet individuals who have expressed the desire to contribute to their community through employment.

We have had a successful year. Some of the highlights for job seekers have been:

-) Continue to meet new and returning individuals who want to begin to work towards their first steps towards employment;
-) Attended a few job fairs within the Lower Mainland for individuals to get the opportunity to network with employers;
-) Two people successfully achieved summer employment at PNE participating in garbage collection and the arcade section;
-) One person successfully achieved employment at Trump International Hotel as a Culinary Steward – replenishing the food, dishes, cutlery, and napkins in the staff room;
-) One person successfully achieved employment at A&W doing food preparation;
-) One person successfully achieved employment at Home Hardware in Kitsilano;
-) One person successfully achieved employment at Trump International Hotel as a server assistant. He will start in October.

Conversations are continuing to happen as to where employment fits into people's lives. We are continually meeting new people who are keen to embark on the discovery process – looking at their skills, what they like to do, what kind of environment they want to work in, etc. It is an important stage to go through, as employment takes up a huge part of a person's life, and so finding the right match of job to a person's strengths and interests is key.

I enjoy working with each of the job seekers and seeing them successfully find work. Each person is at a different stage of employment, whether it is learning how to write their resumes, doing mock interviews, attending job fairs, or meeting prospective employers. I like to challenge each one to think about their vision of employment and what role they might want to play in their community.

Karen Lai
Employment Connector

Michelle is happy to have her smile back!



Satinder enjoyed her vacation in Hawaii!



Bill and Ernie, off to the Spectrum picnic!

Spectrum's Supporters

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